

## Analysis of inhibiting factors in regional sports achievement development

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### Abstract:

This study aimed to discover the inhibiting factors for fostering regional sports achievements, especially in the city of Tasikmalaya, Indonesian. The approach used was descriptive qualitative, and the subjects in this study were from the management of the Indonesian National Sports Committee (KONI) namely the general chairman, general secretary, head of the organization, and head of achievement development. In addition, the subjects were two leaders and trainers from 41 sports branches and two employees of the Regional Technical Implementation Unit (UPTD) of the Dadaha Management Sports Center, Tasikmalaya City. The instruments used were passive observation guidelines, semi-structured interview guidelines, and documentation. The data analysis techniques used were data reduction, data presentation, and drawing conclusions/verification. The results obtained are 1) Some sports have problems or internal conflicts in their management, 2) Regeneration and the cadre of management do not work in some sports, due to the lack of human resources (HR) and their lack of transparency in the recruitment of management, 3) Organizational management ineffective, namely the organization is only run by a handful of people, 4) The coaching process in some sports is not running and sustainable because of the lack of maximum breeding and massing of sports, 5) The coaching and training process is not completely based on science and technology and Sport Science, 6) Most of the trainers still have a conventional and experience-based paradigm and are more inclined to physical development that has not fully touched the realm of mental development, 7) Support for facilities and infrastructure is still lacking, not even available, especially for martial arts and gymnastics, thus hampering the training process. 8) The management of the Dadaha Sports Center is not optimal and not in favor of sports, 9) The lack of a sports budget from the local government every year, 10) Bureaucracy or budget distribution procedures from the Regional Government for the Indonesian National Sports Committee (KONI) Tasikmalaya City through the Youth Service A fairly complicated sport (DISPORA) goes through 4 terms every year. We concluded that the development of regional sports achievements will be related to several factors, including the management of sports organizations, the availability of competent trainer resources, a continuous coaching process, support for facilities, infrastructure, and budgets, attention from the government, and synergy between the executive, legislature, and related departments.

**Key Words:** human resources, lack of budget, sport management, and sports achievement.

### Introduction

The complexity of sporting events in the national or international arena has resulted in global competition for countries and regions. Sports achievements by a country describe the quality and identity of the nation and the country itself. In line with the opinion of Sutrisno (2012), one of the efforts to increase the dignity or self-esteem of a nation is the achievement of national athletes through international sports competitions. Improving the achievements of national athletes is a series of integrated processes and does not simply occur. Improving national athletes through sports development is an effort to improve or increase human resources in quality and quantity. These two components, namely quality and quantity, are determining factors that will affect the achievement of national athletes (Hadjarati, 2009). Achievement, as measured by the number of gold medals, is the main goal of every national athlete, especially Indonesian athletes; thus, various efforts must be made to obtain victories in every sport both at national and international levels (Harahap, 2018).

Achievement sports are sports that foster and develop athletes in a planned, systematic, integrated, tiered, and sustainable manner through competitions for achievements with the support of sports science and technology. Coaching is the process of using humans, equipment, money, time, methods, and systems based on certain principles to achieve predetermined goals with maximum power and results (Saputra, 2020). However, the reality in the field is that there are many obstacles in the implementation of sports, especially the development of sports achievements in each region. Based on the results of mapping national sports problems by

the Ministry of Youth and Sports (KEMENPORA) submitted at a working meeting of the Commission X DPR RI on March 23, 2018, there are 13 national sports problems, including 1) community participation and physical fitness, 2) infrastructure and facilities, 3) the achievement sports coaching system, 4) competition management, 5) sports staff, 6) sport science, 7) budget support, 8) management of sports organizations, 9) the profession as an athlete is not yet fully an option, 10) curriculum of special education for athletes, 11) database, 12) role of BUMN and local government, and 13) synergy of sports organizations (Mulya, 2021). Some obstacles in each region occur, although the problems are slightly different, including the lack of competent resources in their fields, poor management of sports organizations, and the lack of government support in the implementation of sports coaching. In line with this, the central government and local governments should be responsible for realizing the goals of organizing sports (UU RI, 2022). In the field, almost every region has problems and limitations in the scope of fostering sports achievements. These inhibiting factors include the absence of synergy between sports institutions, the lack of public interest in becoming a national athlete or no regeneration, poor national athlete training centers, and relatively small community support for national athletes (Harahap, 2018).

The following are problems that occur in several areas related to the development of sports achievements and problems that hinder fostering of achievement in sports in Central Java Province: delays in facilities and infrastructure and late non-technical factors, such as athletic health, athletic needs, and insufficient funding (Gunawan et al., 2019). In contrast to the problems expressed by Fiqih et al., (2020) the emergence of problems that can hinder the collaboration process between stakeholders to improve sports performance and can be sourced from the low participation of the stakeholders themselves. As for the barriers in question, they include 1) miscommunication in collaboration between stakeholders, and 2) lack of budget. Lack of budget can affect all aspects of supporting the improvement of sports achievements, such as infrastructure for coaching athletes, athlete bonuses, and other support for athletes. Success in the process of implementing recruiting and training will have a very large impact on these sports achievements (Rahmat, 2022). In line with the results of this study, (Mulyana, 2018) revealed the causes of obstacles to sports achievements, including the bureaucratic system, the low quality of human resources (HR), the lack of existing facilities and infrastructure and the lack of financing. Various obstacles that occur in the development of sports achievements will certainly affect regional achievements. Based on the phenomena that occur in the field, to determine the factors that hinder the development of sports achievement in Tasikmalaya, it is necessary to conduct a study that can serve as an illustration and evaluation for sports organizations, related agencies, and local governments, especially in Tasikmalaya. The three most common dimensions of organizational structure are "centralization", "complexity", and "formalization". Centralization is concerned with the people who make decisions in a sports organization (Nikolaidou et al., 2015). Reflecting on the results of the Regional Sports Week (PORDA) XIII West Java in 2018, Tasikmalaya City was ranked 21st out of 27 participants with eight gold, 23 silver, and 19 bronze medals. There were 28 sports branches involved in the West Java PORDA XIII event. In this case, Tasikmalaya experienced a decrease in achievement from the ranking it achieved compared to the results of PORDA XII West Java in 2014. At the PORDA XII West Java event in 2014, Tasikmalaya was ranked 11th out of 27 participants with seven gold, five silver, and eight bronze medals. Based on the results of an interview with one of the administrators of the Indonesian National Sports Committee (KONI) of Tasikmalaya regarding the preparation of the XIV West Java Provincial Sports Week (PORPROV) in 2022 and the evaluation of the achievements of Tasikmalaya, there are many things that must be prepared and many factors that can affect the achievement results. At multi-sport events, technical and non-technical problems must be considered. Coaching that is tiered or well regulated has an influence on the achievements made (Gunawan et al., 2019). This success should be supported by a synergy between the government, stakeholders, and sports organizations to realize a sustainable sports development system.

The following are the results of a study that examined the importance of having a paradigm to criticize sports management in Canada according to Frisby (2005), and the purpose of this study was to integrate a critical paradigm into research, teaching, and practice to examine the good and bad of sports management. Critical social science is an underutilized paradigm in sports management. The result of his study can benefit sports management by providing reinvestment in the community, where environmental concerns and equity take precedence over development and profit making, where athletes, citizens, and employees are empowered; and where marginalized groups have the opportunity to achieve the many benefits of participating in sports and recreation. A key assumption of the critical paradigm is that organizations are best viewed as operating within a broader cultural, economic, and political context that is characterized by historically entrenched asymmetric power relations. The results of previous research in Greece by Nikolaidou et al. (2015) showed that the presence of city sports organizations shows the priority given by local authorities to the welfare of citizens. The basic dimensions of the study were concentration, complexity, and formalization. The results showed that smaller sports organizations (boxing, judo, skiing) are more effective than larger ones. In addition, federations with limited resources have economic efficiency. An increase in the size of the organization is not accompanied by clear administrative responsibilities, and decentralization using a standard level of bureaucratic procedures with qualified management personnel, monitoring, and coordination mechanisms would be greatly appreciated. Based on the above results, clearly, large-sized federations face difficulties in meeting the needs of their leadership members and in making decisions. Furthermore, Reis et al. (2016) examined sports management and the role of

government in the field of sports. The results of that study describe the policy of the Brazilian government for Vilas Olímpicas do Rio de Janeiro. When analyzing the specifics of managing this program, three themes were identified that summarize the main issues that emerged during the analysis: partnerships, conflicting objectives, and community engagement. The benefits of sport for social outcomes, in general, have permeated sports policy in Brazil since the early twentieth century, but more recently, the jargon “development through sport” has more openly informed public policy and government action in this area. Despite the increasing use of the positive discourse as “sport as a development tool”, the reality for government-funded and run “sports for development” programs is one that is far from enjoying the attention and financial investment required to achieve their stated development goals. This involved applying a well-defined framework and approach to the program when the program itself was likely to operate under very poor conditions. In line with previous studies, Permatasari (2011) stated that there was a lack of communication between the Department of Youth, Sports, and the Arts and the Indonesian National Sports Committee (KONI) of Maros Regency, causing delays in the work program. Increased sports achievement is influenced by several supporting factors, such as consistent coaches, quality athletes, assistance from the private sector, and the implementation of sports events. Meanwhile, the inhibiting factors for fostering achievement in Maros Regency are limited facilities and infrastructure, hampered athlete regeneration, limited funds, and cheating in sports competitions in Maros Regency. The results study of (Permatasari, 2011) are similar to those of previous studies, and the similarity lies in the description of the obstacles to achievement development and is useful as an evaluation of the regional sports management itself. The limitations of previous studies do not reveal the forms of attention and policies of local governments and related agencies in the implementation of regional achievement development, only focusing on infrastructure, resources, and budgets. However, this research focuses more on the management of sports organizations, the quality and quantity of resources, and the role and policies of the local government towards the development of sports achievements in Tasikmalaya. The results of this study showed be a reference and evaluation for the Indonesian National Sports Committee (KONI) of Tasikmalaya, the Parent of the Sports Branch, related agencies, and executive and legislative institutions to improve sports performance in Tasikmalaya. Studies or analyses based on research like this have never been performed in Tasikmalaya; thus, we were interested in the problems that occur in the field, and we aimed to explore data and information related to the inhibiting factors for fostering regional sports achievements, especially in Tasikmalaya, in terms of management of sports organizations, quality and the number of resources, and the role and support of the local government for sports in this city.

### **Material & methods**

This study is a qualitative study using a descriptive approach. Descriptive qualitative research aims to explore or photograph social situations that will be studied thoroughly and in-depth (Sugiyono, 2011).

#### ***Participants***

The subjects in this study were from the management of the Indonesian National Sports Committee (KONI) of Tasikmalaya City, namely the general chairman, general secretary, head of the organization, and head of achievement development. In addition, two representatives of the chairman and coaches of the 41 sports branches of the Tasikmalaya City Indonesian National Sports Committee (KONI) and two representatives of the Regional Technical Implementation Unit (UPTD) for the Tasikmalaya City Dadaha Sports Center manager were part of the study. The sampling technique was snowball sampling. This was used because a small number of data sources are not been able to provide satisfactory data, so we looked for other people who could be used as data sources (Sugiyono, 2016).

#### ***Instruments***

The instruments used in this study included passive participation observation guidelines, semi-structured interview guidelines, and documentation. We made observations from hearings and interviews related to the topics that were the focus of research with several administrators of the Indonesian National Sports Committee (KONI) of Tasikmalaya City, sports branch managers, and employees of the Regional Technical Implementation Unit (UPTD) that managed the Dadaha Sports Center. Then, the observation activities were continued by observing sports activities when the training process was carried out and by observing the management of the Dadaha Sports Center complex in Tasikmalaya City. The documents collected in this study included profile data from 41 sports, which contain the secretarial address of the sports branch, the organizational structure of the sport, the schedule and training venues of 41 sports, a list of names of coaches and athletes in sports, several lists of goods or equipment inventory for the branch, sports, and coach and referee/jury certification data.

#### ***Data collection and analysis***

Data analysis techniques used in this study included data reduction, data presentation, and conclusion drawing/verification. The steps taken for reducing data included sorting the main aspects according to topic and focus of the research conducted. After sorting and grouping according to classification or categorization, the next step was to summarize the aspects and phenomena that are considered important and often appear in the answers of the participants to provide a clearer picture. After data reduction, the next step was to present the data in a narrative text pattern. Because social phenomena are complex, dynamic, and hypothetical, the data that were

collected were grouped into categories to organize as a pattern of relationships to make it easier understand each. After the data were presented, the next step was to draw conclusions and verify. Conclusion drawing was completed and strengthened using data obtained from the field while data verification was done through triangulation. Triangulation is cross-validation that assesses the adequacy of data according to several data sources or several data collection procedures, such as observations, interviews, and matching with documentation data.

## **Results**

Three important parts that cannot be separated from sports management are event management, permanent institutional management, and sports facility management (Harsuki & Elias, 2003). Sports achievements cannot be separated from management or the role of human resources in this management. Based on the results of interviews, observations, and data collected from various documentation, the collected data were reduced and grouped according to the research focus. The results obtained are described below.

### **Organizational management**

Management is needed for running an organization to achieve a goal. An organization will not be separated from planning, organizing, implementing, and controlling what has been planned. Organizational management includes setting and empowering resources to maximize performance to achieve common goals. In addition, management involves budget allocation, work programs, infrastructure, and risk management. The success of an organization will not be separated from the leadership and cooperation of all members when carrying out work programs according to their respective main tasks and functions. An organizational leader should have abilities in risk management and organizational conflict management to be able to overcome various problems that can interfere with organizational performance.

The Indonesian National Sports Committee (KONI) is a sports institution or organization that is responsible for managing, fostering, developing, and coordinating every achievement sports activity with the main sports organization or sports branch at the center or region. The Indonesian National Sports Committee (KONI) of Tasikmalaya for the period of 2021–2025 oversees 41 sports. Based on data obtained from observations and interviews with the management of the Indonesian National Sports Committee (KONI) of Tasikmalaya City and the representatives of 41 sports, several problems emerged for each sport. Issues that were revealed included: 1) lack of understanding of sports related to the articles of association and bylaws, 2) lack of insight into the mechanism of sports deliberation, 3) problems finding a leader to be chair of the sport, 4) expired positions in some sports, which interferes with the process of coaching and financing, 5) the occurrence of dualism in an organization, 6) difficulty in finding management replacements, 7) only being run by a few people, 8) hampered communication between the National Sports Committee Indonesia (KONI) City of Tasikmalaya and the 41 sports branches due to the lack of good coordination between sports branch managers and administrators that not familiar with digital communication, which interferes with the performance and information conveyed, 9) difficulty in obtaining and nurturing athletes, which occurs in exclusive sports, such as athletics, gymnastics, sepak takraw, paragliding, shooting, sailing, horse riding, wrestling, hockey, chess, bridge, and archery, 10) the lack of funds received from KONI Tasikmalaya City, which is insufficient for the operational development and equipment of facilities, and the 11) inadequacy and unavailability of sports facilities as a place to practice sports, especially for martial arts and artistic gymnastics.

### **Human resources**

Human resources (HRs) can move an organization by contributing in the form of performance, providing ideas, and being an asset for sports management, which can give pride to the organization and its own region via sports achievements. In line with (Sunarsi, 2019) HRs are one of the key factors in global competition, namely how to create quality HRs who have skills and are highly competitive in global competition, which has often been ignored. This indicates that no matter how good the management of a sports organization and no matter how good the coaching process is carried out by each sport, it returns to the existing HRs. Do the HRs have a good attitude, competence, and skills required by the sport? Are the available athlete of good quality to be nurtured sustainably? Is the process of recruiting athletes and coaching running well and sustainably, and is it based on science, technology, and sports science? Based on data obtained by our field researchers through observations, interviews, and documentation from the Indonesian National Sports Committee (KONI) of Tasikmalaya City, it is necessary to increase the quality and quantity of human resources. Most of the 41 sports do not yet have competent and certified trainer resources. Only a few sports have nationally certified coaches. The coaching process in sports is still conventional, as observed by a training process that has not been programmed, and it still relies on previous experience that is not fully based on sports science. Improving the quality and quantity of athletes cannot be separated from the process of recruiting and searching for sports talent, as well as nurseries with tiered and sustainable development. There are obstacles in several sports to mass-produce sports, such as gymnastics, sepak takraw, paragliding, shooting, sailing, horse riding, wrestling, hockey, chess, bridge, and archery. This is due to the lack of public interest in the sport, and the lack of effort in publicizing the sport. Thus, that it has an impact on the coaching process, which is stopped due to the absence of regeneration of junior athletes. Several other obstacles, such as communication delays,

digital-based data, and information integration, hinder programs and organizational performance. Most sports management teams are not literate in the fields of technology and digitalization. Another obstacle is the lack of supervision and control as well as the mental development of their athletes. One example is in martial arts sports in which one of the athletes is involved in a criminal act; however, the athlete has been prioritized as a medal winner in a regional multi-event event that will be in November 2022.

#### **Role of local government**

Based on information and data obtained from the management of the Indonesian National Sports Committee (KONI) of Tasikmalaya and the Regional Technical Implementation Unit (UPTD) of the manager of the Dadaha Sports Center, the relationship and emotional bond between the Indonesian National Sports Committee (KONI) of Tasikmalaya with the executive and legislative ranks have been well established. This is because the ability and the Regional Revenue and Expenditure Budget (APBD) have limitations, which is an obstacle to implementing sports organization programs. To be good and achieve is expensive, in addition, to support, and attention, it also requires a budget. In accordance with the mandate of Sports Law Number 11 of 2022 Article 15, which reads, "the central government and local governments are responsible for realizing the goals of organizing sports". In realizing this responsibility, the local government in Tasikmalaya every year carries out a development planning meeting (MUSRENBANG), which aims to obtain input to improve the initial draft of the regional government work plan (RKPD). For all of these demands to be fulfilled, every development actor, both the government and the community, must be open and have a willingness to accommodate the participation and aspirations of other parties outside the government and demonstrate their real participation in each development process. In this case, the Indonesian National Sports Committee (KONI) of Tasikmalaya acts as an institution or organization engaged in regional sports development. Thus far, assistance in terms of the budget has been received by the Indonesian National Sports Committee (KONI) of Tasikmalaya each year. However, there are obstacles and challenges to proposing a needs budget and when to disburse the budget. According to the established procedure for the budget that is given in one year, it must be taken in four terms. Each term must be accompanied by the submission of a proposal and must be accompanied by an accountability report before submitting the next term. Constraints experienced by every accountability report mean that are always errors and deficiencies that must be corrected. As a result, the process of disbursing and distributing funds to each sport has been hampered. The budget allocated annually must be submitted through the Youth and Sports Office (DISPORA) with a long review and approval process because it must be known and signed by the head of the service and the head of the sports sector. The communication that has been established between the Indonesian National Sports Committee (KONI) of Tasikmalaya and the Department of Youth and Sports (DISPORA) has been going smoothly, but because of the many agendas and external services from the leaders of the Youth Sports Service (DISPORA), the budget disbursement process is hindered. Apart from the budget, what can determine a smooth process of fostering sports achievements is the support of the local government in terms of attention and available infrastructure. Most of the 41 sports members of the Indonesian National Sports Committee (KONI) of Tasikmalaya have carried out the training process at the Dadaha Sports Center. The Dadaha Sports Center is a sports area managed by the Regional Technical Implementation Unit (UPTD), which manages the Dadaha Sports Center under the Tasikmalaya City Youth Sports Service (DISPORA). The obstacle for each sport is that some of the facilities or buildings used have a levy fee.

Some of the sports halls cannot be used because the usage schedule is taken up by outsiders. This case occurred when the Indonesian National Sports Committee (KONI) of Tasikmalaya City intended to coordinate with the Regional Technical Implementation Unit (UPTD) for the Dadaha Sports Center manager to propose a sports training schedule for the XIV West Java Provincial Sports Week (PORPROV) multi-event in 2022. The results of the communication obtained were that the Regional Technical Implementation Unit (UPTD) that manages the Dadaha Sports Center cannot provide a full schedule and does not have the authority to provide existing facilities because some buildings or sports facilities are already rented by outside parties from various communities and agencies in Tasikmalaya. Additionally, the Regional Technical Implementation Unit (UPTD) that manages the Dadaha Sports Center wants to provide good service and does not want to disappoint outsiders who have routinely rented the sports facilities. Another consideration is that the Regional Technical Implementation Unit (UPTD) that manages the Dadaha Sports Center must meet the demands of the Regional Original Revenue (PAD) every year. Based on Law Number 33 of 2004 concerning the financial balance between the center and the regions in Article 1 Number 18, Regional Original Revenue (PAD) is income obtained by the region that is collected based on regional regulations in accordance with the legislation. Thus, the city government or related agencies have not fully provided support or attention to sports because they are hindered by several other interests.

#### **Discussion**

The development of sports achievements starts from synergy and cooperation between the Indonesian National Sports Committee (KONI) of Tasikmalaya and all the parent sports branches. Achievements will also be influenced by the running of the organizations for each sport. When organizational management can be implemented properly and supported by competent athletes, it will undoubtedly result in a healthy organization and healthy coaching to produce good achievements. To maintain a conducive atmosphere, the Indonesian

National Sports Committee (KONI) of Tasikmalaya should provide guidance to all main sports in terms of improving the quality of sports through organizational governance training, which includes budget management, administration, and resource management. In addition to these efforts, the Indonesian National Sports Committee (KONI) of Tasikmalaya should establish synergy with corporate social responsibility (CSR) to overcome risk management when there is a budget deficit for carrying out various organizational work programs related to sports. In addition, the Indonesian National Sports Committee (KONI) of Tasikmalaya must be able to find and recommend adoptive fathers for sports from the legislature, regionally owned enterprises (BUMD), and others. To minimizing miscommunication between the Indonesian National Sports Committee (KONI) and sports, the committee should convey various information in writing accompanied by intense communication with all sports organizations. Holding coordination meetings with all sports organizations to unify perceptions should be done a straightforward forum. The Indonesian National Sports Committee (KONI) should coordinate with all sports to synergize work programs related to achievement development. In this case, the Indonesian National Sports Committee (KONI) should facilitate recruiting and training for sports achievement through schools or in each sub-district. For the long-term program, through a proposal of the Indonesian National Sports Committee (KONI), it is necessary to build and develop sports infrastructure in Tasikmalaya to facilitate all sports so that the coaching process can run smoothly and be structured and sustainable.

To improve the quality and quantity of HRs in sports, thus far, the Indonesian National Sports Committee (KONI) has allocated a budget. However, the Indonesian National Sports Committee (KONI) needs to increase the budget to provide financial assistance for training trainers and upgrading referees/judges at the regional, national, and international levels. Coaching is not only carried out by sports for athletes and does not only focus on physical improvement; mental coaching also needs to be applied and developed. In addition to improving the mental skills needed during matches, it also creates a positive athlete personality and high self-esteem power. Mental health is an important tool for improving the performance of athletes, and the willingness of athletes to improve their skills requires participation in socially significant competitions, which are accompanied by physical and mental stress (Eganov & Romanova, 2021). During a competition, the level of anxiety may become higher or lower due to the cognitive and somatic component changes specific to the situation (Salleh & Hashim, 2020), mental training can be a valid method of cultivating motivation, through goal setting, self-talk, relaxation and imagery (Mariani et al., 2019). Sports coaches should provide education, understanding, and perspectives for their athletes so that later they will produce athletes who have a patriotic spirit, are sporty, have pride and love, and are ready to defend and make their region proud through sporting achievements. Success in any activity, including sports, depends not only on one's abilities and skills but also on the social environment, the relationship between athletes and coaches, relationships in sports teams, the recognition, and respect of important people (Blynova et al., 2020).

In addition to coaching achievements carried out in sports, organizational development and management must also run smoothly. The Indonesian National Sports Committee (KONI) should provide special guidance through work programs for all sports, so that they can manage existing resources and have the same perception and point of view to achieve goals and interests together. Indeed, success through cooperation so that goals can be achieved is not enough to build synergy between the Indonesian National Sports Committee (KONI) and all sports. Regarding achievement and prestige, success is also related to the management of sports organizations, government attention, and policies related to budget support (Mulyana, 2021). Cooperation is needed between the local government (executive and legislative) and related agencies in managing the Dadaha Sports Center so that it is prioritized and developed for the benefit of the sports branch to foster sports achievement. Additionally, the management of the Dadaha Sports Center should not be included as an asset of local revenue (PAD) so that the use of sports facilities is not disturbed by outside parties or agencies by including them on the regular schedule. As a result, the Dadaha Sports Center could be fully used by sports to foster sports achievements.

## Conclusions

This study revealed several factors that hinder the development of regional achievements in sports, and the focus was on organizational management, the quality and quantity of human resources, and the role of local governments in the implementation of sports. Based on information, data, and facts obtained in the field, many factors hinder the development of regional achievements, especially in Tasikmalaya. These obstacles originate from organizational governance that affects a series of processes, policies, rules, planning, management, implementation, and performance control carried out by a sports organization. Program planning and resource and budget management are the main aspects that can support the implementation of sports achievement development. The inhibiting factors found include internal conflicts in the management of sports, lack of human resources in terms of quality and quantity, ineffective organizational management, less than optimal recruiting and training, the fact that the coaching process is not yet based on science, sports technology, or sport science, the fact that the trainers have a conventional paradigm, lack of attention and support for facilities and infrastructure, and a low budget for sports. In principle, when a region wants to gain pride through sporting achievements, the regional government should devote its attention to the development and progress of sports. In addition, support should be in the form of policies in favor of sports organizations (Indonesian National Sports

Committee and Parent Sports Branch) and an ideal budget to support the implementation of sports in Tasikmalaya. Additionally, there should be a focus on fostering sports achievements, motivation, recognition, and welfare for both athletes and sports coaches who have made the center proud and given pride to the region.

#### Conflicts of interest

The authors declare that there are no conflicts of interest.

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